

Business Process Reengineering

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A key transformation objective for The Air Force Civil Engineer is to reduce the costs and improve the efficiency of the core business processes that underpin our mission support capabilities.

One way we will transform is through business process reengineering. BPR is

"... the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed."
Hammer, M., and J. Champy (1993) *Reengineering the Corporation: A Manifesto for Business Revolution*

In other words, each of us will deliberately examine everything we do to get the job done, from individual local actions (e.g., ordering supplies, submitting paperwork, driving nails, managing construction projects, etc.) to strategic actions at the Air Staff level. This examination will determine if we need to do the job and, if so, how we can do the job better and cheaper. We will not be tied to predetermined expectations.

BPR is much bigger than the continuous process improvement of Total Quality Management, a previous initiative that aimed to find efficiencies and make incremental changes to existing business processes. With BPR, we are looking for radical, wholesale changes to our business processes. We'll eliminate business processes that do not contribute to our core mission and capabilities. If necessary, we'll create new processes to fill any gaps.

CE is using several tools to conduct BPR. We've already learned private sector best practices through the Corps of Discovery. We're also seeking internal sources of best practices. Each of us knows experts in our specific career fields who either already have great ideas or have the expertise and creativity to come up with better ways of doing business. You may be this expert.

We'll use the Air Force Smart Operations for the 21st Century program tools (e.g., Lean and Six Sigma) and AFSO21 techniques (e.g., value stream mapping and rapid improvement events) to streamline processes and identify non-value work.

Teams commissioned by The Air Force Civil Engineer to examine and reinvent or modify our business processes by conducting transformation projects will use these tools and methods. Thirty-five teams are now commis-

sioned, with more to come in the future. The teams will also conduct BPR using methods such as working groups, process optimization teams, and integrated process teams. Led by CEs at the major commands, the Air Force Center for Engineering and the Environment, and the Air Force Civil Engineer Support Agency, these teams comprise experts at all levels of CE. Their ideas will be vetted through the Air Force CE Transformation governance structure. If the ideas are determined to add significantly to our contingency support effectiveness, they'll be approved by The Air Force Civil Engineer and implemented Air Force-wide.



Redefined business processes will also drive the capabilities required from CE's next-generation information technology system, called Agile Installation Management, or AIM. CE is deliberately "putting the cart before the horse" to define effective, efficient business processes that support must-have core capabilities, before building an IT system to enable these redefined processes. An IT system that supports our improved processes is crucial to moving beyond the "do-more-with-less" philosophy, which is unsustainable with the personnel reductions, operations tempo, and budget cuts that challenge CE.

We must use business process reengineering to determine what we "no kidding must do" to more effectively support our warfighters. We can then eliminate unnecessary work, help our people and our organizations reach their maximum effectiveness, and properly organize, train, and equip our force by focusing on what is critical to our core mission.